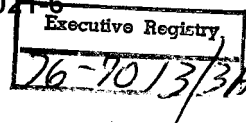


THE DIRECTOR OF CENTRAL INTELLIGENCE
WASHINGTON, D. C. 20505



12 MAR 1976

The Honorable Harold H. Saunders
Director of Intelligence and Research
Department of State
Washington, D. C. 20520

Dear Hal:

We much appreciate your comments regarding the restructuring of the USIB and its related functions.

While I have not yet settled on the specifics, I am persuaded of the positive value of a forum where the senior members of the intelligence community can meet on a regular basis to discuss and work out mutual problems.

I am looking forward to further discussions with the Board Principals at USIB meetings in the near future, at which time we will have some specific proposals for consideration.

Sincerely,

George Bush

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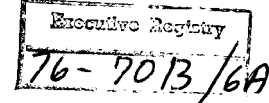
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(10 March 1976)

I-23.1

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505



12 MAR 1976

Lieutenant General Lew Allen, Jr., USAF
Director
National Security Agency
Fort George G. Meade, Maryland 20755

Dear Lew:

We much appreciate your comments regarding the restructuring of the USIB and its related functions.

While I have not yet settled on the specifics, I am persuaded of the positive value of a forum where the senior members of the intelligence community can meet on a regular basis to discuss and work out mutual problems.

I am looking forward to further discussions with the Board Principals at USIB meetings in the near future, at which time we will have some specific proposals for consideration.

Sincerely,

George Bush

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(10 March 1976)

STAT

THE DIRECTOR OF CENTRAL INTELLIGENCE
WASHINGTON, D. C. 20505

Executive Registry
76-7013/1A

12 MAR 1976

Mr. William N. Morell, Jr.
Special Assistant to the
Secretary for National Security
Department of the Treasury
4328 Main Treasury Building
Washington, D. C. 20220

Dear Bill:

We much appreciate your comments regarding the restructuring of the USIB and its related functions.

While I have not yet settled on the specifics, I am persuaded of the positive value of a forum where the senior members of the intelligence community can meet on a regular basis to discuss and work out mutual problems.

I am looking forward to further discussions with the Board Principals at USIB meetings in the near future, at which time we will have some specific proposals for consideration.

Sincerely,



George Bush

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DCI/ICS/USIB/S/

(10 March 1976)

STAT

National Intelligence Officers

12 March 1976

I-23.1

NOTE FOR: Director of Central Intelligence

FROM : George A. Carver, Jr.
Deputy for National Intelligence Officers

SUBJECT : [] Thoughts on USIB
Reorganization

STAT

1. Attached is an informal note from my colleague [] (the NIO for Conventional Forces) which was intended only for me but which I think merits your reading. You can skip the first paragraph, which deals with issues we have already discussed at some length; but [] specific thoughts on the reorganization of USIB (beginning at paragraph 2) are worth considering.

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2. [] has a background, hence, perspective that is unique. In his Navy career, he has alternated in duty between intelligence billets and line positions at sea, including command in combat at various echelons from a single ship to a flotilla of which he was the admiral. He has also served most effectively on the DCI's staff as an NIO. He thus can view the USIB problem from a point of view of a military consumer, a military intelligence officer, and from the perspective of your office.

STAT

STAT

[]
George A. Carver, Jr.
D/DCI/NIO

cc: Mr. Lehman
Mr. Knoche

DDCI
ER

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I-23.1

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Since it sounds like decisions are near I am submitting my views in final draft form vice retyped DRAFT *etc*

March 1976

25

MEMORANDUM FOR: D/DCI/NIO

SUBJECT : USIB Reorganization

1. You requested that any strong feelings on various reorganization ideas be provided to you. I continue to agree with your draft memorandum of last week on the position of the NIO structure, recommending the deferral of some other broader Community type reorganizations until certain basic decisions had been made. It well covered the subject. Specifically, I favor your option for the NIOs as a separate DCI staff element (under a leader who for cosmetic conformity to the Executive Order should not be called "Deputy" but rather something else.) I regard the options placing NIOs under any part of the CIA structure as not good in that the NIOs would necessarily appear to be part of one agency (and in due course probably become so). I concur in your rationale for not subordinating them under the IC staff -- although this option is less objectionable than the others. I also favor continuation of the "extended range functions" as presently limited as useful to the DCI, although I have not yet found the need to move in on reconnaissance as have some of our colleagues. I do not favor the restoration of any significant

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-2-

group of drafters styled a 1a ONE - because such an organization reduces participation by the community in the highest and most important level of national production. I also favor a strong (but separate) voice for CIA in USIB deliberations and, as is explained below, more rather than less participation by the individual military services.

2. In your discussion, you specifically recommended deferral of restructuring USIB at the present time. I agree again but do wish to lay out for your future consideration some thoughts on USIB reorganization particularly as it concerns participation by the military services.

3. There are two conflicting considerations on the role of the military services in substantive intelligence discussions and the possible effects of such roles.

A. One viewpoint considers that with a voice for DIA (or some reconstituted variant) and the separate services as well at USIB, the military in effect have four votes toward substantive decisions. This in turn can allow a monolithic stand against the wishes of those agencies not similarly unified. In addition, so many of the positions taken by service representatives are parochial in

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-3-

nature and often waste needless and valuable time at the conference table. Assuming that NIEs and SNIEs continue to represent the DCI's text (vice the USIB members) and that voting at USIB meetings will not be instituted, this argument does become specious in a practical sense. I have observed that parochialism is not exclusively reserved to the services and others are just as obstinate with much smaller parishes.

B. An opposing viewpoint holds that because the services (out of tactical necessity) will continue to have analytical skills, often unique experiences, and practical as well as theoretical knowledge on military matters they should have at least as strong a voice in (reconstituted) USIB deliberations as they do at present. This also has the advantage of having no tendency toward suppression of dissenting views. The DCI can best be served by being advised of both sides of contentious substantive issues particularly where the subject matter (e.g. military) may be outside his background knowledge. With some 14 years in the intelligence business, I have observed at USIB deliberations some personalities of very strong personal and professional

25X1

opinion [REDACTED]

[REDACTED] whose single voice could well ignore opinions he did not share. Such opinions, while they may seem parochial, may also be right. Actually we have all observed that when parochialism manifests itself at the USIB table, either orally or in dissenting footnote, it is so very patent that it redounds to the discredit of its exponent.

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-4-

4. In this assignment I have observed genuine (and not illogical) fear of military dominance in substantive intelligence and less strongly manifest, but nonetheless there, a fear of the appearance of being dominated by the military. The hypersensitivity reflected by the latter is obviously an overreaction which should be watched, lest it lead to the underrepresentation of military viewpoints.

5. The outcome of any OSD reorganization of military intelligence remains unknown, but it is not beyond reason to foresee a somewhat truncated DIA working for OSD, and a smaller J-2 working in the Joint Staff. If both have estimative functions, we are liable to see efforts to seat both at a reconstituted USIB, possibly at the expense of the service intelligence organizations. Should such come to pass, I favor, and so recommend, that the military services continue to have at least as much voice in substantive intelligence output at national level as at present.



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INTELLIGENCE COMMUNITY STAFF

Executive Registry


76-7013/9

10 March 1976

NOTE FOR MR. BUSH

FROM: E. H. Knoche
Acting D/DCI/IC

We have received a number of replies from
USIB principals making recommendations on
restructuring USIB. Attached for your signature
are interim replies.


E. H. Knoche


ACTION

THE DIRECTOR OF CENTRAL INTELLIGENCE
WASHINGTON, D. C. 20505



12 MAR 1976

Lieutenant General Eugene F. Tighe, Jr., USAF
Acting Director
Defense Intelligence Agency
Washington, D. C. 20301

Dear Gene:

We much appreciate your comments regarding the restructuring of the USIB and its related functions.

While I have not yet settled on the specifics, I am persuaded of the positive value of a forum where the senior members of the intelligence community can meet on a regular basis to discuss and work out mutual problems.

I am looking forward to further discussions with the Board Principals at USIB meetings in the near future, at which time we will have some specific proposals for consideration.

Sincerely,

George Bush

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(10 March 1976)

STAT

THE DIRECTOR OF CENTRAL INTELLIGENCE
WASHINGTON, D. C. 20505

Executive Registry

76-7013/7

12 MAR 1976

Major General Harold R. Aaron
Assistant Chief of Staff for
Intelligence
Department of the Army
2E464, The Pentagon
Washington, D. C. 20301

Dear Hal:

We much appreciate your comments regarding the restructuring of the USIB and its related functions.

While I have not yet settled on the specifics, I am persuaded of the positive value of a forum where the senior members of the intelligence community can meet on a regular basis to discuss and work out mutual problems.

I am looking forward to further discussions with the Board Principals at USIB meetings in the near future, at which time we will have some specific proposals for consideration.

Sincerely,



George Bush

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(10 March 1976)

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Executive Registry

76-7613/5

3 MAR 1976

DCI/IC 76-1055

Bolton
I-23.1
23

MEMORANDUM FOR: Director of Central Intelligence

FROM : Acting Deputy to the DCI for the Intelligence Community */s/ Hank*

SUBJECT : Interim Summary of USIB Member Comments on Executive Order

1. At the 19 February 1976 USIB meeting you asked members and observers to comment on the 18 February 1976 Executive Order, U.S. Foreign Intelligence Activities. As of today, comments have been received from CIA, State, DIA, Treasury, Air Force and Army; still *to be heard from are NSA, ERDA, FBI and Navy.

2. There is a consensus to date which believes the USIB mechanism should continue to exist, by whatever name, but that certain modifications should be made either to USIB's primary focus or to the USIB Committee structure, or to both. Another common thread seems to emphasize the USIB role in production of substantive intelligence which would be clearly separate from budget, resources and other non-substantive issues.

3. I believe you will want to mention at the 4 March USIB meeting your thanks to those who have given you their Agencies' views. You can say you have them under study and that there is common agreement on the need to continue a USIB-type of mechanism. Highlights of each input received to date are attached.

Attachment:

As stated

* NSA responded on 8 March.
ERDA responded on 4 March

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DCI/ICS/CS/

(3 March 1976)

/- bDCI

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TREASURY

- Continue USIB but with fewer committees
- Focus on producer-consumer relations
- NIO's should collaborate with DDI to coordinate:
 - Priority requirements for collection and production
 - Satisfaction of policymakers' requests
 - Production of national intelligence
- Final review of above should occur in the USIB
- The IC Staff should function as Community coordinator on non-substantive matters

DIA

- Some replacement for USIB is necessary:
 - To continue its place in the estimative process
 - As a forum for departmental priorities for substantive production
 - As a forum in which to develop Community policy and guidance
- USIB's substantive intelligence production and estimative roles should be subordinate to the DCI and clearly separate from budget and resource issues
 - The IC Staff should be structured to support both USIB and the CFI

CIA

- USIB should be named the NIB and should deal only with substantive matters
 - DCI should chair, DDCI/CIA should be vice chairman and CIA member
- The following apply to USIB Committees:
 - Re-examine purpose of IHC
 - Abolish CCPC
 - Restructure COMIREX, SIGINT and HRC
 - Those parts concerned with policy and resources become part of the IC Staff supporting the CFI
 - Those parts concerned with the daily aspects of production should be part of the NIB Committee structure
 - Assign the Security Committee (SC) to DCI's immediate staff
 - Assign all other USIB Committees to the new NIB Committee structure

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AIR FORCE

- Continue USIB and USIB Committees in a new form
- USAF is critical of the existing estimative process and of the management of national/tactical assets
- Create two boards, as follows:
 - A US Board of Estimates (USBE) for substantive intelligence
 - Members just like USIB with addition of services as principals
 - Subordinate NIO's to the USBE
 - Retain the substantive USIB Committees under the USBE
 - Those Committees concerned with military intelligence should be chaired by military
 - A US Intelligence Support Group (USISG)
 - Subordinate to the DCI
 - Perhaps chaired by DepSecDef (Intelligence)
 - To include non-substantive USIB Committees
 - To include a new national/tactical interface committee

ARMY

- Did not address USIB or structure at all, but commented on other aspects of Executive Order and its language, as follows:
 - Concern that Military Services are not specifically included in foreign counterintelligence activities outside the U.S.
 - Concern that the IG requirement and jurisdictional direction on security violations both bypass established Army channels.
 - Concern that other established procedures may become violate; i. e.,
 - Reprogramming small amounts of R&D funds
 - Conducting R&D for tactical SIGINT
 - There should be established a speedy approval mechanism for lawful electronic surveillance.

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STATE

- USIB re-named the Intelligence Community Board
 - DCI chairs, same USIB membership
 - Prepare and review estimates and major interagency memoranda
 - Set priorities of substantive requirements
 - Provide substantive collection guidance
 - Set policy for relationships with foreign intelligence services
 - Provide Community security guidelines
- The ICB should NOT approve estimates, but could approve selection of subjects, give guidance in production of estimates, and resolve production disagreements
- COMIREX, SIGINT and HRC should have full-time chairmen, fewer subcommittees, more reliance on professional staff; report to ICB
- Form new committee called Committee on Collection Resources
 - Chaired by D/DCI/IC
 - Members are chairmen of COMIREX, SIGINT and HRC
 - Committee coordinates tasking, resolves overlaps and conflicts, works with NIO's in preparing key requirements and evaluating collection
- CCPC functions could be handled by Committee on Collection Resources or ad hoc within IC Staff
- Continue functionally-oriented committees, especially WSSIC/STIC/JAEIC, and add a warning committee (WATCH re-visited?)
- Continue the NIO's

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Remarks:

*Forward + comment to
DCI.*

Executive Secretary

B. MAT

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#3

ER--

Bill Morrell's letter goes back to Mr. Knoche. Mr. Lehman and SA/DCI get copy of Saunders' letter only. Thanx!

JP
Patty
03/03/76

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Remarks:

Hank: For review and comment to DCI.
I am also returning Bill Morrell's paper--
see DCI's question to you re a "thank you."

Executive Secretary

03/03/76

Date

3637 (1-75)

AD/DCI/IC —

Executive Registry
76-7013/4

Hank : do i need to send a short
thank you for this kind of input- if so
please draft and ask Karen to put on my
personal DCI paper..... GB

3/2/76

Baer

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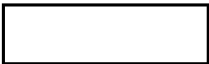
27 February 1976

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3 Mac

NOTE FOR THE DIRECTOR

Attached is the first response from USIB members dealing with the question of how to arrange Community affairs now that USIB is technically abolished. This one is from Bill Morell at Treasury.

As we receive the thoughts and suggestions of the USIB principals, the IC Staff will put together a summary and commentary for your consideration. I will insure that Dick Lehman gets copies of the suggestions as they are received.


E. H. Knoche
AD/DCI/IC

Attachment:
As Stated

INFORMATION

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76-7013
23 Feb 76

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COMMENT		FILE		RETURN	
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Remarks:					
<p>During last week's USIB, Mr. Bush requested members to forward suggestions for the reorganization of USIB/IRAC, etc., - - USIB Minutes will specify comments are requested by 1200, 1 Mar 76, to D/DCI/IC.</p> <p>Per [] as they arrive they should go direct to [] and drop cy to []</p> <p>Should any come your way, please let me know.</p>					
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